

**Command Policy**

**PA INSPECTION CHECKLISTS**

**COMPLIANCE WITH THIS INSTRUCTION IS MANDATORY**

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**Pages:** 6

**Distribution:** F

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This checklist implements AFSOCI 90-205 and reflects AFSOC requirements for managers to prepare for and conduct internal reviews in the functional area of Public Affairs. This checklist does not apply to the Air Force Reserve (AFRC) or the Air National Guard (ANG) units.

**1. General.** The table below lists items for inclusion in unit self-inspection programs for the Public Affairs functional area. This checklist is a guide only. Units may use this checklist in whole or produce tailored checklists with additional items to meet mission needs. Units should contact the OPR of this checklist to recommend changes.

**Table 1. PA Inspection Checklists**

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| <b>MISSION STATEMENT:</b><br>Expanding internal and external awareness of and support for the global support of the Air Force's Special Operations Command. Public Affairs is chartered to provide trusted counsel to leaders; build, maintain, and strengthen airman morale and readiness; enhance public trust and support; and achieve global influence and deterrence. |            |           |            |
| <b>SECTION 1: LEADERSHIP, MANAGEMENT, ADMINISTRATION</b>   |            |           |            |
| <b>1.1. CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 1.1.1. Does the PA operate an active, comprehensive program to provide internal, external, community members timely, accurate, and credible information about Air Force policies and procedures? (AFI 35-101, para 1.1)  |            |           |            |
| 1.1.2. Do the internal, media and community relations programs sculpt complementary messages on the same issues simultaneously for effective communications? (AFI 35-101, para 1.11)   |            |           |            |
| 1.1.3. Does the PAO ensure PA programs are planned and conducted within the bounds of established law? (AFI 35-101, para 1-13)   |            |           |            |
| 1.1.4. Does the PAO have immediate access to the commander? (AFI 35-101, para 2.21)  |            |           |            |
| 1.1.5. Do the commanders and staff members consult with PA concerning unit issues that will have a significant impact on the mission, programs and activities? (AFI 35-101, para 2.19.7)   |            |           |            |
| 1.1.6. Is the PAO or a qualified representative available on a 24-hour basis? (AFI 35-101, para 2.21.2)  |            |           |            |
| <b>1.2. NON-CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |

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| 1.2.1. Does the office have current correspondence and file maintenance plans and/or use the computer or other databases to efficiently and systematically organize information, products and reports? (AFI 35-101, para 3.8)  |            |           |            |
| 1.2.2. Does the PA maintain coordinated office operating instructions with specific unit guidelines and procedures unique to the base or unit? (AFI 35-101, para 3.5)  |            |           |            |
| <b>SECTION 2: COMMUNICATIONS PLANNING</b>  |            |           |            |
| <b>2.1. CRITICAL ITEMS :</b>   | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 2.1.1. Does the PA take initiatives to create strategic and tactical communication plans targeting specific audiences? (AFI 35-101, para 4.3)  |            |           |            |
| <b>2.2. NON-CRITICAL ITEMS :</b>   | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 2.2.1. Do plans emphasize research, planning, execution and evaluation? (AFI 35-101, para 4.4.3)   |            |           |            |
| 2.2.2. Does PA submit after-action reports on significant operations, exercises and activities to HQ AFSOC/PA no later than 10 days after the event? (AFI 35-101, AFSOC Sup 1, para 4.9.2.2)   |            |           |            |
| 2.2.3. Does the PA prepare proposed unit PA guidance (PAG) for operations, exercises and activities participating, and submit proposed PAG to HQ AFSOC/PA no later than 10 days prior to the event? (AFI 35-101, AFSOC Sup 1, para 4.9.2.1)  |            |           |            |
| <b>SECTION 3: CRISIS COMMUNICATION PLANNING</b>  |            |           |            |
| <b>3.1. CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 3.1.1. Is a PA person included in the initial response force? (AFI 35-101, para 7.4.3)   |            |           |            |
| 3.1.2. Are PA personnel in place at PA office, incident scene, and command post during accident/incident response? (AFI 35-101, para 7.5)  |            |           |            |
| 3.1.3. Is the office equipped to respond to crashes (i.e., on-call roster coordinated and updated with command post, have appropriate equipment available to 24 hour on-call person at all times, method for them to stay in touch?) (AFI 35-101, para 2.21.2)                                   |            |           |            |
| 3.1.4. Does the office conduct regular PA crisis training? (AFI 35-101, para 7.2)  |            |           |            |
| 3.1.5. Are PA personnel trained and knowledgeable about release of personal information about victims of accidents, incidents, disturbances, and disasters? (AFI 35-101, para 7.6 - 7.6.7.14)  |            |           |            |
| <b>3.2. NON-CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 3.2.1. Does the PA write an initial news release within an hour after notification of an accident? (AFI 35-101, para 7.12)   |            |           |            |
| 3.2.2. Does the PA have plans for a centrally located Media Operations Center? (AFI 35-101, para 7.4.1)  |            |           |            |
| 3.2.3. Does PA annually brief base disaster control group members (DCG) and base support agencies of PA accident and incident procedures? (AFI 35-101, para 7.23.3.1.2)  |            |           |            |
| 3.2.4. Is there a plan for a Straight Talk Center for crisis information-dissemination available and is it tested regularly? (AFI 35-101, para 7.4.2 - 7.4.2.2)  |            |           |            |
| 3.2.5. Is the Straight Talk Center equipped with telephone lines and an automatic telephone answering service? (AFI 35-101, para 7.4.2.2)  |            |           |            |
| 3.2.6. Does PA maintain operating instructions (OIs) on photography and media relations at accident sites? Are the OIs coordinated with local officials or embassies of deployed locations? Are the OIs updated annually? (AFI 35-101, para 7.11)  |            |           |            |
| <b>SECTION 4: RESOURCE MANAGEMENT</b>  |            |           |            |
| <b>4.1. CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 4.1.1. Does the office have appropriate and modern equipment to perform the PA mission? (AFI 35-101, para 3.6 - 3.6.6)   |            |           |            |
| 4.1.2. Do supervisors use the career field education and training plan (CFETP) to plan, develop, manage and conduct an effective career field training program, and ensure individuals receive the training necessary to develop and progress throughout their career? (AFI 35-101, para 3.12.8) |            |           |            |
| 4.1.3. Does the PA know, plan and program annual budget for PA activities throughout   |            |           |            |

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| the year? (AFI 35-101, para 3.2 - 3.2.5)   |            |           |            |
| 4.1.4. Does the PA annually review manpower requirements to discern if realignment of personnel is necessary to meet PA mission? (AFI 35-101, para 3.3.1)  |            |           |            |
| <b>4.2. NON-CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 4.2.1. Does PA leadership submit office personnel for professional development opportunities, including Defense Information School courses, workshops, and conferences? (AFI 35-101, para 3.12)  |            |           |            |
| 4.2.2. Does the PA office maintain updated general policies and procedures for their particular unit and are they reviewed by PA staff at least annually? (AFI 35-101, para 3.5)   |            |           |            |
| <b>SECTION 5: MEDIA RELATIONS</b>  |            |           |            |
| <b>5.1. CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 5.1.1. Has PA briefed security forces, operations center, and telephone personnel on procedures for contacting the PA duty officer? (AFI 35-101, para 6.37)  |            |           |            |
| 5.1.2. Is a PA duty officer instruction book available with up-to-date information? Is the book checked frequently to ensure it remains current? (AFI 35-101, para 6.37)   |            |           |            |
| 5.1.3. Does PA release bad news quickly and candidly? (AFI 35-101, para 6.33.3)  |            |           |            |
| 5.1.4. Does the PA (in consultation with JA) advise commander to provide releasable information to media immediately, rather than having the media representative pursue the Freedom of Information process channel? (AFI 35-101, para 6.4.2)  |            |           |            |
| 5.1.5. Does the PA comply with guidelines concerning the release of information on Air Force people and civilians? (AFI 35-101, para 6.7)  |            |           |            |
| 5.1.6. Does PA research and coordinate media query responses with other staff agencies, the commander and HQ AFSOC/PA when necessary? Does PA have a system to record media queries, such as AF Form 39? (AFI 35-101, paras 6.39.3, 6.39.4, and 6.41)                                    |            |           |            |
| 5.1.7. Does PA adequately prepare for media interviews, including finding out about the interviewer and the audience, choosing spokespersons, developing messages, and preparing people before the actual interview takes place? (AFI 35-101, paras 6.42 - 6.46, AFSOC Sup 1, para 6.42) |            |           |            |
| 5.1.8. Does PA operate a media travel program when coverage demonstrates an Air Force capability? (AFI 35-101, para 6.51)  |            |           |            |
| 5.1.9. Does PA follow HQ AFSOC procedures for media travel? (AFI 35-101, AFSOC Sup 1, para 6.51)   |            |           |            |
| 5.1.10. Does PA comply with country and theater clearance requirements for media and PA escort? (AFI 35-101, para 6.54.3.2)  |            |           |            |
| 5.1.11. Is media travel in conjunction with a deployment coordinated with the unified command, or lower level when the unified command delegates authority? (AFI 35-101, para 6.55)  |            |           |            |
| <b>5.2. NON-CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 5.2.1. Have PA and the commander established informal communication channels and rapport with regional media and key staff members? (AFI 35-101, para 6.48)  |            |           |            |
| <b>SECTION 6: INTERNAL INFORMATION PROGRAM</b>   |            |           |            |
| <b>6.1. CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 6.1.1. Does host commander's internal information program serve the entire base internal audience, including associate units, in a coherent and coordinated manner? (AFI 35-101, para 5.5)   |            |           |            |
| 6.1.2. Have PA and the commander established a newspaper editorial policy to ensure consistency and support for the internal information program? (AFI 35-101, para 5.15.4)  |            |           |            |
| 6.1.3. Does the PA provide products to help commanders conduct useful, regular commander's calls, such as topics of interest to unit people and/or the special commander's call version of Air Force Television News? (AFI 35-101, para 5.30.1)  |            |           |            |
| <b>6.2. NON-CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |

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| 6.2.1. Has the PA worked with contracting to seek bids for a civilian-enterprise newspaper before establishing a funded newspaper? (AFI-35-101, paras 5.10 and 5.20)  |  |  |  |
| 6.2.2. Does the base newspaper carry the required masthead and disclaimer information? (AFI 35-101, para 5.11)  |  |  |  |
| 6.2.3. Has the PAO ensured the newspaper staff members are excused from duties preventing them from meeting contract deadlines? (AFI 35-101, para 5.13)   |  |  |  |
| 6.2.4. Has the base newspaper editor completed Defense Information School Editors Course, and if not, has PA submitted the training request through HQ AFSOC/PA? (AFI 35-101, para 5.13)  |  |  |  |
| 6.2.5. Does PA maintain copies of HQ AFSOC/PAI newspaper feedback (critiques) and use them as a tool to improve the base newspaper? (AFI 35-101, para 5.15.4)   |  |  |  |
| 6.2.6. Does the base newspaper contain a mix of local articles and releases from AFSOC, Air Force Print News, American Forces Information Service, and other agencies of the DOD and federal government? (AFI 35-101, para 5.16.1.2)                      |  |  |  |
| 6.2.7. Does the base newspaper support the Federal Voting Assistance Program by carrying factual information about voting and registration laws, especially absentee voting? (AFI 35-101, para 5.16.3.2, AFSOC/IG Unit Compliance Inspection requirement) |  |  |  |
| 6.2.8. Does PA conduct readership surveys and seek other feedback on the base newspaper? (AFI 35-101, para 5.17)  |  |  |  |
| 6.2.9. Does the PA report results to the readership and use them to develop new services or techniques? (AFI 35-101, para 5.17)   |  |  |  |
| 6.2.10. Has PA sent the draft newspaper request for proposal to HQ AFSOC/PAI for review, before authorizing the contract? (AFI 35-101, para 5.19.1.6)   |  |  |  |
| 6.2.11. Has PA sent a copy of the request for purchase to HQ AFSOC/PAI 30 days before submitting to contracting? (AFI 35-101, AFSOC Sup 1, para 5.19.1.6)   |  |  |  |
| 6.2.12. Does the PAO regularly monitor the publisher's contract performance and report unsatisfactory performance to the contracting office? (AFI 35-101, paras 5.15.8 and 5.19.2.17.4)   |  |  |  |
| 6.2.13. Does the PA ensure funded newspapers minimize costs to the government by maintaining proper newspaper-to-readership ratio and determining the proper use of full color? (AFI 35-101, para 5.20.6)   |  |  |  |
| 6.2.14. Does PA maintain a current newspaper mailing list and send out required copies of the newspaper on publication day? (AFI 35-101, para 5.21.8)   |  |  |  |
| 6.2.15. Does PA review newspaper mailing lists annually to determine continuing need of each recipient and the most economical use of mail services? (AFI 35-101, para 5.22.5)  |  |  |  |
| 6.2.16. Does PA work with local broadcast detachment to ensure the unit and base are regularly featured on Air Force Television News and Air Force Radio? (AFI 35-101, paras 5.32 and 5.33)   |  |  |  |
| 6.2.17. Does PA provide the person for whom a biography is being prepared a copy of the Privacy Act Statement? (AFI 35-101, para 5.34.4.1)  |  |  |  |
| 6.2.18. Does PA update/maintain local biographies for assigned wing and group commanders and command chief master sergeant? (AFI 35-101, para 5.34.1, AFSOC Sup 1, para 5.34.1.8)   |  |  |  |
| 6.2.19. Does PA update/maintain current fact sheets on base organizations, base history, and geographically separated units? (AFI 35-101, para 5.41.2.1)  |  |  |  |
| 6.2.20. For units that operate a commander's access channel (CAC), has the base established a standing committee to determine how the CAC will be used? (AFI 35-101, para 5.41.21)  |  |  |  |
| 6.2.21. Does PA have 24-hour access to CAC programming equipment? (AFI 35-101, para 5.41.2.7)   |  |  |  |
| 6.2.22. Does each PA have access to Public Affairs Link? (AFI 35-101, para 5.43)  |  |  |  |

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| <b>SECTION 7: COMMUNITY RELATIONS</b>   |            |           |            |
| <b>7.1. CRITICAL ITEMS:</b>   | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 7.1.1. Has the PA established a close working relationship with the surrounding community to increase/maintain public understanding and support of special operations and Air Force programs? (AFI 35-101, para 8.1, 8.2)   |            |           |            |
| 7.1.2. Have the PA and the commander established personal contact with local civic leaders and maintain an accurate list that is updated annually? (AFI 35-101, 8.49.1, 8.49.2.1, and AFSOC Sup 1, para 8.49.2.1)   |            |           |            |
| <b>7.2. NON-CRITICAL ITEMS:</b>   | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 7.2.1. Does PA help facilitate leadership's involvement in a base-community council or military affairs committee to identify the mutual interests of civilian and military communities? (AFI 35-101, para 8.50 - 8.50.3.4)   |            |           |            |
| 7.2.2. Does PA have an active list of potential and active military and civilian speakers, including brief biographical data and subject matter the speaker is qualified to discuss? (AFI 35-101, para 8.29)  |            |           |            |
| 7.2.3. Does the PA have coordinated, written procedures on how to conduct base tours? (AFI 35-101, para 8.41, Fig. 8.1)   |            |           |            |
| 7.2.4. Does PA respond promptly, accurately and completely to public requests for information or complaints? (AFI 35-101, para 8.43)  |            |           |            |
| 7.2.5. Are key local civic leaders invited to the base for a base tour and briefing hosted by the wing commander and staff at least annually? (AFI 35-101, para 8.49.2.3)   |            |           |            |
| 7.2.6. Does PA ensure that Air Force is represented at national observances such as Armed Forces or Veteran Day events or appropriate wreath-laying ceremonies? (AFI 35-101, para 8.53)   |            |           |            |
| 7.2.7. Does PA support requests for military support for local celebrations, special events, festivals, etc? (AFI 35-101, AFSOC Sup 1, para 8.53)   |            |           |            |
| <b>SECTION 8: ENVIRONMENTAL PUBLIC AFFAIRS</b>  |            |           |            |
| <b>8.1. CRITICAL ITEMS:</b>   | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 8.1.1. Is PA a member of the base Environmental Protection Committee (EPC) or Environment, Safety and Occupational Health (ESOH) Committee? (AFI 35-101, para 9.5, 9.74)  |            |           |            |
| 8.1.2. Is PA aware of ongoing Environmental Compliance Assessment and Management Program (ECAMP) activities? Has a potential release been coordinated by HQ AFSOC to ensure information is provided to the internal and external audiences? (AFI 35-101, para 9.24.2) |            |           |            |
| <b>8.2. NON-CRITICAL ITEMS:</b>   | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 8.2.1. Does the PA have the appropriate environmental training? (AFI 35-101, para 9.5)  |            |           |            |
| 8.2.2. Does PA promote environmental success stories to local and regional audiences? (AFI 35-101, para 9.7.6)  |            |           |            |
| <b>SECTION 9: WARTIME READINESS</b>   |            |           |            |
| <b>9.1. CRITICAL ITEMS:</b>   | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 9.1.1. Does the mobility officer ensure all PA personnel worldwide mobility requirements are updated? (AFI 35-101, para 12.14)  |            |           |            |
| 9.1.2. Has the PAO identified the deployable UTC positions within the PA units and ensured mobility requirements are current? (AFI 35-101, AFSOC Sup 1, para 12.14)   |            |           |            |
| 9.1.3. Does the PAO ensure deployable personnel are trained in wartime skills, using such resources as the Phoenix Readiness courses or exercises/deployments? (AFI 35-101, para 12.14)   |            |           |            |
| 9.1.4. Does PAO ensure deployable personnel are equipped with proper equipment to accomplish wartime duties? (AFI 35-101, 12.6.4.4)   |            |           |            |

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| 9.1.5. Does the PA regularly participate in unit exercises, and do exercises duplicate the forward workload and prepare the staff for anticipated media, community relations, and internal information requirements to sustain the deployment? (AFI 35-101, para 12.15) |            |           |            |
| <b>9.2. NON-CRITICAL ITEMS : NONE</b>   |            |           |            |
| <b>SECTION 10: SECURITY REVIEW</b>  |            |           |            |
| <b>10.1. CRITICAL ITEMS :</b>   | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 10.1.1. Does PA ensure materials (written work, speeches and presentations) do not contain classified material and do not conflict with established Air Force, DOD or US Government policy? (AFI 35-101, AFSOC Sup 1, para 15.1))                                       |            |           |            |
| 10.1.2. Has PA appointed on overall point of contact to operate the security and policy review program? (AFI 35-101, para 15.9)   |            |           |            |
| 10.1.3. Does PA have a complete security review process? (AFI 35-101, para 15.8)  |            |           |            |
| <b>10.2. NON-CRITICAL ITEMS: NONE</b>   |            |           |            |
| <b>SECTION 11: NEW MEDIA AND PUBLIC AFFAIRS</b>   |            |           |            |
| <b>11.1 CRITICAL ITEMS:</b>   | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 11.1.1. Has the commander established local clearance and approval procedures for posting information to the World Wide Web? (AFI 35-101, para 18.4.6.2)  |            |           |            |
| 11.1.2. Do all public web sites receive security policy reviews by PA before launch? (AFI 35-101, para 18.4.6.4)  |            |           |            |
| 11.1.3. Is information on the WWW page kept current? (AFI 35-101, para 18.6.7)  |            |           |            |
| <b>11.2. NON-CRITICAL ITEMS:</b>  | <b>YES</b> | <b>NO</b> | <b>N/A</b> |
| 11.2.1. Does the PA use the WWW and other new media tools to enhance public and internal communication programs? (AFI 35-101, para 18.2.1)  |            |           |            |
| 11.2.2. Do all PA staff members maintain current accounts on PA Link? (AFI 35-101, para 18.10.2.1)  |            |           |            |

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